



MEMORANDUM

EUGENE WATER & ELECTRIC BOARD

Rely on us.

TO: Commissioners Schlossberg, Brown, Carlson, Barofsky and McRae
FROM: Frank Lawson, CEO and General Manager
DATE: September 23, 2021 (Board Meeting October 5, 2021)
SUBJECT: Strategic Planning
OBJECTIVE: Consent Calendar Action

Issue

After several work sessions and discussions, the Board is being asked to consider approval of revisions to the 2018-2028 EWEB Strategic Plan, and Resolution No. 2116 modifying the values as included in Board Policy SD1.

Background & Discussion

In 2021, with two new Board members and a third who had not participated in the original development of the strategic plan, Management and the Board agreed to evaluate and explore strategic updates and/or enhancements and include revising the plan in the annual goals. EWEB's 2021 annual goals, approved in January, include a goal to *revise and update the strategic plan in order to identify and prioritize the most impactful 3-5-year strategic issues, decisions, and projects*". Three work sessions were conducted this year (February, April, September) discussing the proposed amendments.

The background memorandum for the most recent September 21, 2021, work session highlighted the history, potential opportunities, and proposed revisions to the strategic plan. The background memo can be referenced at [Link - 09-21-2021 Memo](#), along with the video of the discussion at [Link - 09-21-2021 Work Session Video](#).

Recommendation

Management recommends approval of the proposed 2021 revision of the 2018-2028 EWEB Strategic Plan, and Resolution No. 2116 modifying Board Policy SD1 consistent with the values and revised in the plan.

Requested Board Action

Approve the proposed 2021 revision of the 2018-2028 EWEB Strategic Plan and Resolution No. 2116.

Attachment(s)

2018-2028 EWEB Strategic Plan, October 5, 2021 Revision (track changes)
2018-2028 EWEB Strategic Plan, October 5, 2021 Revision (clean copy)
Board Policy SD1, Mission, Vision, Values & Legacy (track changes)
Board Policy SD1, Mission, Vision, Values & Legacy (clean copy)
Resolution No. 2116, Modification of SD1 Values, Consistent with Strategic Plan Revision

***Eugene Water & Electric Board
2018-2028 Strategic Plan
(2021 Update)***

Originally adopted by the EWEB Commissioners on August 1, 2017

Approved Revision: July 10, 2018

Approved Revision: [October 5, 2021](#)

1.0 Purpose

This strategic plan provides guidance to effectively develop and manage policies, establish priorities, and inspire the actions necessary to position the organization to achieve desired outcomes [including the setting of annual operational and strategic goals, milestones, and measurement metrics consistent with Board Policy BL4 and BL5.](#)

2.0 Introduction

The Eugene Water & Electric Board (EWEB), founded in 1911, is Oregon's largest customer-owned utility presently serving approximately 200,000 people in Eugene and part of the McKenzie Valley. Each year, EWEB is responsible for delivering approximately 8.5 billion gallons of drinking water and 2.4 billion kilowatt-hours of electricity. EWEB is governed by a five-member Board of Commissioners elected by the citizens of Eugene.

3.0 Strategic Priorities

Drinking water and electricity are essential commodities that are becoming more precious. Managing forecasted volatility and scarcity, climate impacts, and the increasing occurrence and threats of disruptive events will drive EWEB strategy for the next few decades. With the goal of sustaining safe, reliable, affordable, and environmentally responsible drinking water and electricity services, the most immediate challenges facing EWEB ~~involve~~ is effectively planning and operating in a turbulent environment, including a changing climate, new technology, developing markets, political and regulatory flux, natural and human threats, and evolving diverse community expectations.

4.0 Strategy

Over the next decade, EWEB will need more resilient and sustainable infrastructure, finances, people, and processes, ~~eventually~~ requiring customer participation in new programs designed to mitigate supply volatility and scarcity, improve resiliency to disruptive events, optimize infrastructure investments, and aid in water and electricity supply decisions. Although the community expectations for drinking water and electricity delivery occur in the same dynamic environment, each utility's situation is unique and requires distinct strategic elements.

Water

For reliability and resiliency, EWEB will need to scope and construct a drinking water treatment plant on the Willamette River, while simultaneously restoring the McKenzie watershed. By taking a comprehensive “source to tap” approach to water quality and reliability and given that significant investments have been made over the past decade at ~~water pumping stations and~~ the Hayden Bridge Treatment Plant, EWEB's priority now shifts to strengthening base-level water storage, in-town transmission infrastructure, and the design and construction of the Willamette drinking water treatment plant.

Electric

Prior to 2028, EWEB will need to reassemble an electric supply portfolio for the long-term economic, environmental, and social benefit of our community. These electricity supply decisions can be improved by effectively aligning time-of-use consumption, distributed generation, demand response, and efficiency programs with the increasingly dynamic future clean energy resources and evolving storage technologies.

With significant electricity delivery infrastructure commissioned in the 1960s and 1970s, EWEB will need to attenuate and manage the “ballooning” need to replace this concurrently aging equipment while increasing resiliency to potentially disruptive events. Electricity investments will be managed by prioritizing high-customer-impact assets and those systems that increase resiliency to community-critical locations.

It is expected that the strategy will evolve and progress in the following tenants and phases over the next few years.

4.1 The “Opening”: Foster Customer Confidence (Ongoing)

Our relationship with customer-owners will influence their eventual voluntary participation in future water and electricity programs that optimize consumption levels and timing, impacting resiliency, infrastructure investments, and supply choices. Customer confidence is cultivated by good “performance”, which is the fulfillment of our compulsory obligations in ways consistent with our organizational values. *The objective of this facet of the strategy is to cultivate customer confidence by continuously improving our performance in the following areas:*

- a. Delivery – e.g., *water quality, electric and water reliability standards*
- b. Safety & Security – e.g., *psychological safety; protection of life, assets, property; dam safety, cyber/data security*
- c. Cost/Efficiency (Affordability) – e.g., *rate escalation consistent with societal levels of inflation,*
- d. Service/Responsiveness (Community) – e.g., *ease of interactions, turnaround times, transparent communication, disruptive event response, Board Policy SD3 (Customer Service Policy)*
- e. Environmental Responsibility – e.g. *watershed recovery/protection, Board Policy SD15 (Climate Change Policy)*

4.2 The “Mid-Game”: Positioning for Flexibility (2021-2024)

Creating operational and consumption flexibility tools, including demand response capabilities, will improve our ability to negotiate and manage supply contracts, integrate clean-energy resources, develop backup and emergency systems, and respond to unanticipated events. *The objective of this phase is to build the foundational pieces that facilitate future consumption and operational flexibility, including the following elements:*

- a. Advanced Metering & Analytics – e.g., *Meter Data Management (MDM) System, Customer Experience Systems*
- b. Information Technology & Systems – e.g. *modernize legacy systems - Financial & Customer Information System (CIS)*
- c. Integrated (Electric) Resource Plan – *informs electricity supply contracts, energy services, and EWEB-owned asset decisions, EWEB electric resource management/trading*
- d. Rate Design – *pricing agnostic to customer/product choices (prerequisite to new services), Board Policy SD9 (Rate Setting Policy) and rate making principles*
- e. Resiliency (Electric) – e.g., *disruptive-event mitigation plans, fortify/automate system controls (including telecommunications), replace aging high-impact underground conductors, prioritize links between local generation and essential services (resilient spine)*
- f. Resiliency (Water) – e.g., *watershed recovery, base-level reservoirs and inter-connecting transmission, Willamette water treatment plant design*

4.3 The “End Game”: Resilient Delivery (2024-2028)

How effectively EWEB synchronizes customer consumption with the future’s increasingly volatile and scarce water and electric supply resources will determine our success at delivering safe, reliable, affordable, environmentally responsible, and equitable services to our community, including during the occurrence and threat of disruptive events. This synchronization will require the integration of water and electricity supplies (including new and/or distributed sources), fortified links between supplies and critical consumption hubs (“resilient spines”), and customer participation in programs that optimize consumption levels and timing. *The objective of this phase is to effectively integrate new supply resources, resilient delivery systems (i.e., spines), and flexible customer consumption and includes the following elements:*

- a. Launch New Energy Services – *distributed energy resources (DERs), demand response (DR), and efficiency products to optimize cost, reliability, and carbon impact*
- b. Information Technology & Systems – e.g. *modernize legacy systems, continued (work, asset, and human resources)*
- c. Negotiate Electricity Supply Contracts
- d. Determine Investment, Divestment, and/or Disposition of EWEB-Owned Generation Assets
- e. Water Master Plan (2025)
- f. Resiliency (Electric) – e.g., *replace aging high-impact underground conductors, prioritize links between local generation and essential services (resilient spine)*
- g. Resiliency (Water) – e.g., *expand watershed protection to Willamette, base-level reservoirs and inter-connecting transmission, Willamette water treatment plant completion*

5.0 Vision, Mission, and Values

Vision, Mission, and Values statements create the framework to align the organization's efforts in pursuit of its strategy.

Vision - *Our vision is to be a local utility that inspires our customer-owners to invest in and rely on us.* EWEB's vision implies that we will earn our customer-owners' trust, and thereby their investment and participation the programs integral to providing sustainable value.

Mission - *Our mission is to enhance our community's vitality by delivering drinking water and electric services consistent with the values of our customer-owners.* EWEB recognizes that our two primary services are "vital" to the health and welfare of our community, and that our methods are important to our customer-owners.

Organizational Values

Values drive "how" we do things, and provide the fundamental basis for our policies, actions, behavior, and decisions. These values are sacrosanct; they cannot be compromised for convenience, short-term gain, or strategic progress.

SAFE: *We value the physical and psychological health and safety of our workforce and the public, the security and integrity of cyber assets and data, and the protection of our customers' assets.*

RELIABLE: *We value the continuous on-demand delivery of drinking water and electricity, and the dependability of our response to our customers.*

AFFORDABLE: *We value and respect our customer-owners' financial resources by making wise investments and controlling costs and rates*

ENVIRONMENTAL: *We value the prudent and sustainable stewardship of the environment and natural resources, including preserving our watershed, and our role in reducing the greenhouse gases (GHGs) contributing to Climate Change.*

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ENVIRONMENTAL: *We value the prudent and sustainable stewardship of the environment and natural resources, including preserving our watershed, and our role in reducing the greenhouse gases (GHGs) contributing to Climate Change.*

COMMUNITY: *We value our local governance and obligation to serve our community transparently and equitably.*



Strategic Direction Policies (SD Policies)

SD1 Mission, Vision, Values & Legacy
Effective Date ~~July 10, 2018~~ Proposed October 5, 2021

MISSION: EWEB's core mission is to enhance our community's vitality by delivering drinking water and electric services consistent with the values of our customer-owners.

VISION: EWEB's vision is to be a local utility that inspires our customer-owners to invest in and rely on us.

ORGANIZATIONAL CORE VALUES:

- **SafetySAFE:** We value the physical and psychological health and safety of our workforce and the public, the security and integrity of cyber assets and data, and the protection of our customers' assets.-
- **ReliabilityRELIABLE:** We value the continuous, on-demand delivery of quality drinking water and electricity, and the dependability of our response to our customers.-
- **ResponsibilityAFFORDABLE:** We value and respect our customer-owners' financial resources by making wise investments and controlling costs and rates. We value the prudent and sustainable stewardship of our customers' financial and natural resources, including our impact on affordability and role in reducing the greenhouse gases (GHGs) contributing to Climate Change.
- **ENVIRONMENTAL:** We value the prudent and sustainable stewardship of the environment and natural resources, including preserving our watershed, and our role in reducing the greenhouse gases (GHGs) contributing to Climate Change.
- **CommunityCOMMUNITY:** We value our local governance and obligation to transparently serve our community transparently and equitably.

FUNDAMENTAL LEGACY: Our values are supplemented by a set of principles and behavioral expectations, as follows:

- Providing affordable products and services
- Caring about our community and the environment
- Continuously improving our efficiency and effectiveness
- Emphasizing customer service and defining value through our customers' eyes
- Treating each individual respectfully
- Providing a quality work environment for our employees

WE MEET OUR CUSTOMERS' NEEDS BY:

- Providing reliable and high-quality utility products and services
- Providing services in a responsive manner
- Providing prices and fees that are reasonable and stable



THE ORGANIZATION:

- Uses an integrated planning process based on vision, strategic direction, critical success factors and results management
- Uses innovation and creativity to develop solutions to complex and challenging issues
- Is flexible, adaptive, and learns from prior experiences
- Is financially stable
- Supports excellence in the workforce by providing competitive wages, benefits and development opportunities

WE MEET THE COMMUNITY'S NEEDS BY:

- Dealing effectively with tensions between social, economic and environmental factors
- Demonstrating concern and responsiveness to social issues involving the provision of energy and water services
- Supporting a sound economy through fiscally prudent prices
- Demonstrating sensitivity and responsiveness to environmental concerns; recognizing the importance of a healthy ecosystem to its operations

THE BOARD OF COMMISSIONERS:

- Effectively governs, resulting in clear leadership at a policy level
- Provides direction and makes decisions anchored in a sound assessment of priorities and strategic risks
- Maintains a strong connection to customers and the community

Source: Board Approved 05/04/04; Ratified 04/19/05; Revised 10/6/15, Resolution No. 1527; Revised 09/05/17, Resolution No. 1717; Revised 07/10/18, Resolution No. 1818; Proposed revision 10/05/21, Resolution No. 2116.-



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**RESOLUTION NO. 2116
OCTOBER 2021**

**EUGENE WATER & ELECTRIC BOARD
RESOLUTION APPROVING REVISIONS TO BOARD POLICY SD1**

WHEREAS the Eugene Water & Electric Board (EWEB) maintains a Board Policy Manual that contains governing policies for the Board of Commissioners; and

WHEREAS the Board of Commissioners periodically reviews said policies and identifies required modifications or amendments to those policies; and

WHEREAS the Board of Commissioners periodically determines that new policy is required to adequately document the work or intention of the Board with regard to governance, Board-staff linkage, strategic direction, or executive limitations; and

WHEREAS the Board of Commissioners has reviewed a modification to Board Policy SD1, Mission, Vision, Values & Legacy and has determined that the modification is appropriate and necessary.

NOW, THEREFORE, BE IT RESOLVED the Eugene Water & Electric Board hereby approves the revisions to Board Policy SD1 - Mission, Vision, Values & Legacy.

DATED this 5th day of October 2021.

THE CITY OF EUGENE, OREGON
Acting by and through the
Eugene Water & Electric Board

President

I, ANNE M. KAH the duly appointed, qualified, and acting Assistant Secretary of the Eugene Water & Electric Board, do hereby certify that the above is a true and exact copy of the Resolution adopted by the Board at its October 5, 2021 Regular Board Meeting.

Assistant Secretary